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INFORMATION ON PRODUCTION COMMITTEE
IN REPAIR SHOP OF SHANGHAI POWER PLANT

[Comment: The following information is taken from a monograph entitled Shanghai Tien-li Kung-ssu Mou-hao Fa-tien-chi Ta-chien-hsiu Chung-ti Chi-hsiang Kung-'so Ching-yen (Some Experiences in the General Inspection and Repairing of an Anonymous Electric Power Plant of the Shanghai Electric Power Company), published by Lao-tung Ch'u-pan She, September 1951, Chapter 2, pages 10-16.]

The "Regulations Concerning the Establishment of a Production Committee for the Repair Shop of the Shanghai Electric Power Company" state that the main objectives of the production committee are to promote a closer relationship between workers and staff members, develop production incentive among workers and staff members, and attain a democratic operation and administration of the shop.

The responsibilities of the production committee are to discuss, analyze, and establish production quotas and standards for the quality of products; organize and allocate manpower; analyze and plan the logical use of manpower; study and improve administrative systems; inspect completed products; and reward meritorious achievements.

The production committee consists of nine members: four representatives of staff members, four representatives of workers, and the head of the Communist Party in the shop. The chief engineer of the shop is the committee chairman and the chief of the labor union in the shop is the deputy chairman, both automatically.

Some experiences gained by the production committee during the early stage of its operation are given as follows:

After the committee was established in the shop and the first committee meeting took place, it became apparent that seven of the nine members were representing the staff members, and the meeting thus turned out to be a meeting of staff members. The committee consisted of four engineers, who represented the staff members, three foremen, who technically are members of staff, and only two workers, one of whom was the chief of the Communist Party in the shop. It also turned out that the committee was represented by only three out of five work groups in the shop, thereby creating dissatisfaction among the workers in the other two groups. These faults were corrected immediately, however, by the following committee decisions: that, hereafter, each work group will be represented at the committee by a worker, and that the foremen and engineers can represent the staff members only.

The production committee has provided an opportunity for the workers to discuss their problems and to express their opinions on operating the shop and increasing production. Excellent results have already been attained through the work of the committee. At one meeting, three problems were solved by (1) dividing the workers engaged in the repair of steam turbines into day and night shifts in order to shorten the completion date of the repair work; (2) deciding to train 13 young workmen to become technicians and three young workmen to become truck drivers; and (3) establishing a responsibility system among workers, and a system of keeping statistics on the workers' activities, the progress of work, and the amount of materials used in the shop. As soon as these problems were solved by the committee, the efficiency of the workers improved considerably. For instance, on the day after the committee meeting, those workmen selected to become technicians and truck drivers began studying their new assignments.

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The creation of a production committee has improved the relationship between the workers and the staff members. Before the committee was established, the work to be done was assigned to the workers by the foremen each morning. Now, however, at the end of work each day, workers and foremen jointly decide the type of work and the amount of work to be done the following day.

The inclusion of the chief of the Communist Party in the shop in the committee was considered a good idea, because, in this way, he will be readily available to represent the party in the handling of problems as they arise, regarding the production policy of the party.

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